



Calhoun: The NPS Institutional Archive

Institutional Publications

Today@NPS

2015-06

Today@NPS / June 2015

Naval Postgraduate School

Monterey, California: Naval Postgraduate School

<http://hdl.handle.net/10945/46406>



Calhoun is a project of the Dudley Knox Library at NPS, furthering the precepts and goals of open government and government transparency. All information contained herein has been approved for release by the NPS Public Affairs Officer.

**Dudley Knox Library / Naval Postgraduate School
411 Dyer Road / 1 University Circle
Monterey, California USA 93943**

<http://www.nps.edu/library>


[About NPS](#)
[Academics](#)
[Administration](#)
[Library](#)
[Research](#)
[Technology](#)
[Services](#)

Today@NPS - June 2015

[NPS](#) > [About NPS](#) > [Publications](#)

Today@NPS showcases some of the speakers, conferences, experiments, lectures, and other events that take place at the Naval Postgraduate School on a daily basis. If you would like more information about any of the highlighted activities please contact the public affairs office at pao@nps.edu. To view more stories visit the [Today at NPS archive](#). NPS' photo galleries and graduation pictures can be found on the [Photo Gallery - Collections page](#).



U.S. Navy photo by Javier Chagoya

NPS Alumnus Leads Major Personnel Changes to Georgian Ministry of Defense

By Kenneth A. Stewart

NPS alumnus Georgian Army Col. Giorgi Jachvadze is congratulated by commencement speaker retired Adm. Henry Mauz during the 2013 Winter Quarter Graduation Ceremony. Following his graduation from NPS, Jachvadze has spent the past several months leading a series of reforms within the Georgian Ministry of Defense (MOD) that overhauled his nation's military personnel system, and he directly credits his NPS education for providing the knowledge to do so.

"The main objective of the military personnel management system reforms was to establish objective, fair, and transparent military personnel planning and management systems in accordance with NATO standards and principles," explained Jachvadze.

"These reforms have been integral to advancing [The Republic of Georgia] on its path to NATO membership," added NPS Senior Lecturer retired Cmdr. Bill Hatch, who served as Jachvadze's thesis advisor.

One of the most successful of the reforms led by Jachvadze was a MOD transition to a pay-by-rank compensation system.

"Before transitioning to a pay-by-rank system, a large portion of Georgian military personnel's basic pay, about 95 percent, was defined by the position they held, and only about five percent was related to their actual rank," explained Jachvadze.

Transitioning to a pay-by-rank system was important to the Georgian MOD because the prior practice, which offered compensation based upon position, created an improper set of incentives and hampered the ability of the GAF to implement a Western style military personnel system.

Posted June 30, 2015



U.S. Navy photo by Javier Chagoya

NPS Cybersecurity Chief Calls for Vigilance

By Javier Chagoya

NPS Director of Cybersecurity Bob Goodwin is in charge of ensuring that NPS networks are safe from attacks and intrusions. He is urging network users to be vigilant and to take measures that will mitigate future attempts to breach Department of Defense networks.

"What matters is that we have a defense-in-depth strategy that strives to continuously monitor our networks and defeat attempts to infiltrate them and exfiltrate data," said Goodwin. "It is also critical for system owners to harden their systems by applying the latest patches, keeping their anti-virus software up to date and consistently monitoring their logs for anomalous activity."

Goodwin is optimistic about the effectiveness of NPS' cyber security team, but he acknowledges future network attacks are inevitable. He urges NPS users to attend the upcoming Cybersecurity Awareness Training to help prevent a future breach.

"I can't emphasize enough that it takes people who are trained properly to protect our networks," said Goodwin. Goodwin also noted that end-users play a critical role in the security of the network.

"End users can help to protect our network by creating strong passwords that make their accounts harder to compromise, and by recognizing social engineering attempts, such as spear-phishing."

Click [here](#) (Intranet - Remote Access) for more information about upcoming Cybersecurity Awareness Training.

Posted June 29, 2015

NSA Monterey Welcomes New Commanding Officer

By MC2 Shawn J. Stewart

Incoming Naval Support Activity Monterey (NSAM) Commanding Officer Capt. Kevin L. Bertelsen addresses attendees during the change of command ceremony at NSAM headquarters, June 25. Bertelsen replaces outgoing commander Capt. Timothy Faller who thanked members of his team before saying farewell.

"They are the heart and soul of this installation. Thank you, Team Monterey, I know you will keep up the good work for Capt. Bertelsen."

Bertelsen reports to NSAM after serving as chief of staff at Command Navy Region Europe, Africa, Southwest Asia, which is headquartered in Naples, Italy. He brings his 28 years of military service to NSAM.



U.S. Navy photo by MC2 Shawn J. Stewart

"I'm honored to have this opportunity to lead the finest Naval Support Activity in the Navy," said Bertelsen. "I look forward to working along-side 'Team Monterey' to continue to provide world-class support to our tenants and strengthen and build upon our already tremendous relationship with the greater Monterey community."

NSA Monterey supports more than 160 buildings on 15 tenant commands located throughout the Monterey Peninsula.

Posted June 26, 2015



U.S. Navy photo by MC2 Michael Ehrlich

President's Student Council Welcomes New Chair, Vice Chair

By MC2 Michael Ehrlich

Incoming NPS President's Student Council (PSC) Vice Chair Lt. Cmdr. Jesse Walsh, outgoing Chair Lt. Aaron Steward, and incoming Chair Lt. Colleen McDonald, from left to right, are pictured outside Herrmann Hall, June 22. While new leadership is set to take over the council, the PSC will continue to focus on increasing outreach efforts within the NPS student body and around the greater Monterey Peninsula.

"I want to expand the idea of service," said McDonald. "We are going out there for the community. They support us and we support them through our outreach."

The PSC has participated in many community outreach programs over the current year, including leadership and mentoring programs at local high schools, beach clean up activities, and volunteer efforts at local soup-kitchens like Dorothy's Kitchen in Salinas.

"My goal as the chair is to help new and current students understand the outreach we do and the leadership opportunities available," said McDonald. "Bringing awareness to what we do will hopefully get people more involved."

Army Capt. Andrzej Kujawski represents the Cyber Academic Group and Department of Computer Science on the council. He feels the PSC is an effective way to give back to the school and the local community.

"The student council is a great venue for students to funnel their energy who want to give back to the student community and the greater Monterey peninsula within both their official duties and through volunteer opportunities," said Kujawski.

For ways to get involved with the PSC, contact your class representative or visit the NPS PSC website at <https://my.nps.edu/group/psc/welcome>.

Posted June 25, 2015



U.S. Navy photo by Javier Chagoya

Professor Leaves Lasting Legacy on NPS, Systems Engineering

By MC2 Shawn J. Stewart

Naval Postgraduate School (NPS) Professor of Systems Engineering (SE) Dr. David H. Olwell will soon be settling in to his new position as Dean of Engineering at Saint Martin's University in Lacey, Washington, but colleagues say he has made a lasting legacy on both the university, and the systems engineering discipline, here at NPS.

"For the 26 years I have been teaching, I've always kept a sign outside my office, a quotation from Douglas McArthur. It reads, 'Your duty remains fixed, inviolate. It is to win our nation's wars,'" said Olwell.

"Since 1974, it has been my life's work to contribute to that effort of winning our nation's wars. I consider my teaching years as fighting the very deep battle, helping to shape and strengthen those who will shoulder the responsibilities of our future national defense," he added.

Over the years, the Navy has placed significant value on the study of systems engineering, and Olwell has been deeply involved in evolving the university's program over the years.

"When SECNAV [Donald C.] Winter called upon NPS in 2007 to help lead the revitalization of the systems engineering workforce in the Navy, we were positioned and we responded by expanding both the breadth and reach of our educational and research programs," said Olwell.

"Working with my colleagues, especially Bob Harney and Chuck Calvano, who had the initial vision for systems engineering at NPS, and Wally Owen, who has been our strong outreach champion, and partnering with other departments at NPS, we built a set of programs that grew from a few dozen students to over 500 students per year," he added.

Posted June 24, 2015

NPS Says Farewell to Longtime IT Guru

By MC3 Brian H. Abel

Information Technology Specialist Alyce Austin is pinned by NPS Provost Dr. Douglas A. Hensler after receiving the Meritorious Civilian Service Award during her retirement ceremony at Ingersoll Hall, June 6. Austin is retiring after 48 years of service.



U.S. Navy photo by MC3 Brian H. Abel

"I started my career at the Naval War College in Newport, Rhode Island in the classified library," said Austin. "It's been a privilege working for both the Naval War College and the Naval Postgraduate School."

Austin has been working in the information technology (IT) field with the Navy since the late 70s, and managed to earn a master's degree in the process.

"IT is a moving target, so I always have to be on top of everything," she said.

"I've been in the computer field for 38 years. I've seen a lot of changes and had a lot of challenges to conquer," Austin continued. "I managed to survive, so it's time for some new challenges. I'm going to travel to Paris and meet some friends before going back to work on my house and garden."

Posted June 23, 2015



U.S. Navy photo by MC1 Lewis Hunsaker

Deputy Secretary of Defense Visits Campus, Calls for Space Innovation

By Kenneth A. Stewart

Deputy Secretary of Defense and NPS alumnus the Honorable Robert O. Work, above right, is pictured with NPS Professor Jim Newman, above left, in the Small Satellite Test and Development Laboratory, June 19. Work, a Space Systems Operations graduate, spoke at length about the importance of space operations while attending NPS' Spring Quarter Graduation.

"For the last 25 years we have almost considered space a sanctuary. We haven't really worried about adversaries being able to go up and take out the space capabilities that we rely upon so much. The space constellation allows us, as a global power, to project power globally," said Work.

Work also discussed what he believes to be the future of space operations and where he believes space systems education should focus to meet future challenges in the space domain.

"What's different about the next 25 years is that space is going to be a contested environment. We have to think about it as a contested domain. We have to think in terms of resilient architectures. We have to think in terms of back ups and we have to think in terms of responsive space control, defense and launch," said Work.

Work also asked students and faculty to turn their attention toward developing new space strategies and challenged NPS faculty to ask themselves if they are really teaching their students to think about a contested space environment, and if not, to change their approach.

Work was confirmed as the 32nd Deputy Secretary of Defense April 30, 2014. He most recently served as Chief Executive Officer of the Center for a New American Security (CNAS). Work also served as the Undersecretary of the Navy where he acted with full authority of the secretary in the day-to-day management of the Department of the Navy.

Posted June 22, 2015



U.S. Navy photo by MC2 Shawn Stewart

Deputy Secretary of Defense Honors Spring Quarter Graduates

By Kenneth A. Stewart

NPS students listen to a commencement address by Deputy Secretary of Defense and NPS alumnus the Honorable Robert O. Work during the Spring Quarter Graduation ceremony at King Auditorium, June 19. Some 290 graduates from every U.S. branch of service and 19 countries, earning 296 advanced degrees, were recognized at the ceremony.

NPS President retired Vice Adm. Ronald A. Route welcomed Work and challenged the assembled student body to recall the purpose of their studies, as they leave NPS prepared to do great things.

"On a day like today, while you reflect on your accomplishments and look ahead towards an uncertain future in a changing and often violent world, we are reminded of our call to service. It is our hope and expectation that you leave here prepared to serve, and prepared to do something great," said Route.

Prior to addressing the graduating class, Route and NPS Provost Dr. Douglas Hensler presented Work with NPS' Distinguished Alumni Award, noting Work's "extraordinary leadership," his contributions to military service, and his "unsurpassed and continued support of graduate education and the Naval Postgraduate School."

For work, returning to NPS was a homecoming of sorts. He is a graduate of the university's Space Systems Operations program and started a family here while completing his graduate education. He was pleased to be away from the Pentagon and back in Monterey.

"When my friends and family ask me about what it's like to be the Deputy Secretary of Defense, I remind them of the tethered goat in Jurassic park," he quipped. "Any time I can escape the game reserve known as the Pentagon, I know it is going to be a beautiful day."

To the assembled student body, Work gave an assessment of the current state of the U.S. military and its once unsurpassed technological superiority. He also discussed the challenges that the U.S. is facing, as its "unipolar moment" as the world's sole super-power comes to an end, and rival nations begin to assert themselves across the world's stage.

"We are at a pivotal moment in our history. We are coming out of more than 14 years of hard fighting, including the longest war in our nation's history," he said. "We are witnessing a more multipolar world where American leadership is being increasingly challenged, perhaps no more so than in the military realm."

"Such challenging and uncertain times demand that America's best and brightest step forward to lead, because to preserve the peace we must continue to project combat power around the world no matter what threats we may face," Work continued.

Finally, Work challenged the graduating class to be innovative and to seek new solutions and better business practices. He closed his comments with a humorous anecdote that he feels exemplifies the out-of-the-box spirit and intelligence of U.S. fighting men and

women.

His story centered on a group of Marines in Afghanistan who come over a clearing to see four Afghan individuals with a donkey cart, doing something visually suspicious on the roadside. To the Marines, it looked like they were emplacing an IED, Work said. As the Marines approached, the men fled leaving the donkey and the cart behind.

As suspected, the Marines found explosives inside the cart, Work continued. The Marines' quick thinking squad leader unhooked the donkey, and followed behind as it traveled back to a village and then stopped in front of a hut. Upon inspection, sure enough, there were four men inside who each tested positive for explosive residue, and they were detained.

Later, when asked by the battalion commander how the young squad leader knew to unhook the donkey to find the men, the Marine replied, "Well, sir, it's very simple. I was born on a farm and I serve in the Marine Corps. I have been following jackasses my whole life," concluded Work to a round of laughter and applause.

Posted June 19, 2015



Courtesy Photo

Defense Analysis Students, Senior Army Fellows, Sweep Essay Competition

By Kenneth A. Stewart

NPS Department of Defense Analysis students, U.S. Army Lt. Cols. Rob Schultz, left, and Pat Duggan, right, have been awarded first place in the 2015 Chairman of the Joint Chiefs of Staff (CJCS) National Defense and Military Strategy Essay Competition. Schultz and Duggan will be honored by the chairman later this fall, with their award-winning essays to be published in a future edition of "Joint Forces Quarterly."

Duggan took first place in the strategy research paper category for his essay, "Strategic Development of Special Warfare in Cyberspace." Schultz took first place in the 1,500-word strategy article category for his piece, "Countering Extremist Groups in Cyberspace."

"A [big] reason we were successful was because of the resources that NPS provided us, from faculty to materials," said Schultz. "All have been very helpful in our ability to earn these awards."

"This is a topic that I am passionate about," added Duggan. "[This award] really speaks to the quality of education that is ongoing here at NPS."

Duggan and Schultz, pictured during the Army War College graduation ceremony, May 9, faced stiff competition in the contest, with some 60 entries in the final evaluation round in the short essay category, and more than 40 in the longer paper category. Submissions were accepted from senior service colleges as well as the war colleges and specialty institutions throughout the Department of Defense, in addition to defense fellows attending civilian institutions throughout the country.

Posted June 18, 2015



Photo courtesy Donald Muehlbach, Jr.

Systems Engineering Professor Honored With Regional Award for Excellence in Teaching

By Javier Chagoya

NPS Professor of Practice in the Department of Systems Engineering Donald Muehlbach Jr. is one of a select few teachers on the Monterey Peninsula to receive the 2015 Allen S. Griffin Award for Excellence in Teaching. The award recognizes Muehlbach's above average motivation to teach and his willingness to volunteer within the local community.

A retired Navy captain, Muehlbach has been teaching in the department for six years, and has garnered numerous other teaching awards, most recently the Rear Admiral John Jay Schieffelin Award for Excellence in Teaching.

"I'm inspired and motivated by our military end-users that serve in harm's way. Our students apply the knowledge, skills and abilities we teach in our systems engineering curriculum to military systems that are used on the tip of the spear," said Muehlbach.

The Allen Griffin Teaching Awards were established in 1982 by a bequest from Colonel Allen Griffin, a founder and former president of the Community Foundation for Monterey County. By designating the Allen Griffin Fund within the foundation for teaching awards to outstanding teachers, Colonel Griffin intended both to reward and stimulate superior teaching.

Muehlbach's best indicator of his sustained teaching excellence can be evidenced in his average score for "Overall, I would rate this instructor" on the end-of-course student opinion form. He has averaged a truly impressive 4.9 out of a possible 5.0 over the last six years, while garnering 12 Wayne E. Meyer Excellence in Systems Engineering Awards and a GSEAS Faculty Award for Extraordinary Merit in Teaching Excellence.

As a registered Yoga teacher, Muehlbach also volunteers his time with the Connected Warriors Program. In this role he teaches one free yoga class a week for PTSD veterans and their family.

Muehlbach maintains he is blessed to have the opportunity to teach the military men and women that come to his class every day. "Truly, all of us who work at NPS are serving their country," he said.

Posted June 17, 2015

NWC Monterey Celebrates 63rd Graduating Class

Courtesy Story



U.S. Navy photo by MC3 Brian Abel

The 63rd graduating class of the Naval War College (NWC) Monterey partnership with NPS for Joint Professional Military Education (JPME) stands for a group portrait in front of Hermann Hall, June 11. Through the partnership, 4,076 officers have earned their NWC Command & Staff diploma with JPME phase 1 certification since the program's inception in September 1999.

NWC Monterey Chair Professor Fred Drake and Naval War College Provost Dr. Lewis Duncan presided over the ceremony where a total of 98 U.S. Navy, Coast Guard, Marine Corps, and Army officers earned their NWC Command and Staff diplomas this past quarter.

Posted June 16, 2015



U.S. Navy photo by Javier Chagoya

MILFAC Recognized During Spring Quarter Awards Ceremony

By Javier Chagoya

NPS Department of Electrical and Computer Engineering (ECE) Associate Chair for Operations Cmdr. Zachary Staples, left, and Program Officer Lt. Cmdr. Eric McMullen, right, are pictured with Military Officers Association of America (MOAA) President retired Vice Adm. Norbert R. Ryan, Jr., center, in the Barbara McNitt Ballroom, June 9. Staples and McMullen were honored with the Joint Service Warfare Faculty Award during the ceremony.

"One of the things I've contributed to recently is our expansion of NPS' cyber curriculum to all branches of the services and federal agencies," said McMullen. "Cyberspace is the fifth domain of warfare, and it is imperative to involve all of our partners beyond what was available in the past and to continue advancements in the field."

In addition to serving as Associate Chair of Operations, Staples is the director of the ECE department's Center for Cyber Warfare. As director, he has been working with regional civilian partners to advance cyber programs at NPS.

"I think we're leading the charge to partner with the Silicon Valley to jointly address common challenges in cyber security," he said.

The Excellence in Joint Service Warfare Faculty Award recognizes significant contributions to the study, implementation and spirit of joint service warfare. It is presented to select faculty each quarter.

Posted June 15, 2015



U.S. Navy photo by Javier Chagoya

Mechanical Engineering Student Flies Unique UAV Built for His Thesis

By Javier Chagoya

NPS mechanical engineering student Lt. Eric Smitley flies the Cross-Flow Fan (CFF) propelled quadrotor aircraft he built for his thesis in the Center for Autonomous Vehicle Research (CAVR) lab, June 2. The flight marks a number of improvements for the unique UAV platform discovered during Smitley's research, which focused on the design of a stable and strong frame for the aircraft.

"The platform design is innovative in that it's lightweight; compact, spanning only three feet; durable in hard landings; and it only takes two days to construct with a minimum of tools required," said Smitley, who added that nearly all of the components are off-the-shelf.

NPS Department of Mechanical and Aerospace Engineering Professor and Chair Dr. Garth Hobson has guided student research on CFF propelled systems for some time, and notes he is impressed with Smitley's progress.

"Unlike propeller-driven aircraft drones, the CFF propulsion concept uses a series of length-wise fan blades housed in a cowl where the fans use a rear wall and a vortex wall to gain lift," explained Hobson. "Eric has integrated a lightweight fuselage, including some very inventive construction techniques that allow for quick assembly and low-cost fabrication. The total package only costs about \$2,000."

Posted June 12, 2015



U.S. Navy photo by MC2 Shawn J. Stewart

Enlisted Cyber Student Promotes to Senior Chief

By MC2 Shawn J. Stewart

NPS Master of Applied Cyber Operations student, Cryptologic Technician Networks Senior Chief Melanie Labbe, is pictured with Deputy Dean of Students Cmdr. Alex Mabini during her promotion ceremony held in Glasgow Hall, June 6. During the ceremony, Labbe was pinned to the rank of Senior Chief Petty Officer.

"It's been 18 years," said Labbe. "It's a proud moment, one of the proudest moments of my life."

During the ceremony, Labbe was gracious in her acceptance of the promotion, and noted she could not wait to get back to the fleet to continue her efforts with the Navy's cyber workforce.

"To make Senior Chief is such a blessing, and I plan on continuing to do good things in the fleet ... I can't wait to get back to the fleet and apply what I learned here at NPS," she said with a big smile.

In spite of the excitement of her promotion, Labbe expressed that the challenge of her coursework required her to stay laser focused on her classes.

"Right now, I'm focused on my studies, raising my daughter and taking advantage, when I can, of the Monterey area," said Labbe. "I'm studying computer science and applied cyber operations, and will [soon complete] a final capstone ... We are building something

that will affect the fleet, and benefit the Sailors ultimately."

Posted June 11, 2015



U.S. Navy photo by MC3 Michael Ehrlich

GSBPP Students Use Pizza to Prepare for Upcoming Thesis Work

By MC3 Michael Ehrlich

Students in the Graduate School of Business and Public Policy's Master of Business Administration (MBA) program prepare samples for a pizza taste test in Reed Hall, June 4. The effort was organized to help the MBA students prepare for their upcoming thesis work through the experience of designing, implementing and analyzing the data from a controlled survey.

"We are going to do a blind test for our defense inquiry class," explained Army Capt. David Delassus. "We offer four different types [of pizza], the origin is unknown to the population. They will then fill out a worksheet that will rate the pizzas in a variety of different categories."

With the results of the survey, the class will do a statistical analysis under the direction of GSBPP Lecturer Bryan Hudgens, who teaches a course on basic research methods.

"They are going to do research from start to finish, so when they go to do their thesis project they will know how to collect data appropriately, how to do the background research to understand the whole process, then how to analyze and interpret the data," explained Hudgens.

Posted June 10, 2015



U.S. Navy photo by Javier Chagoya

Hybrid Wargame Advances Understanding of Allied Nation's Vulnerability

By Javier Chagoya

NPS students in the Department of Operations Research (OR) Wargaming Applications class execute a scenario designed and developed as part of their coursework in Glasgow Hall, May 27. The wargame was designed to address an allied nation's future political and military needs when an adversarial neighboring government becomes determined to achieve regional supremacy.

The initiative is part of a newly-formed NPS Wargaming Activity Hub, under the direction of OR Senior Lecturer Jeff Appleget and Department of Defense Analysis Senior Lecturer Robert Burks.

"Wargaming Applications is a course focused on military decision making that teaches students wargaming techniques, and provides a structured environment for military professionals to gain insights into complex military problems," said Appleget.

The course's capstone exercise involved student teams designing, developing and executing a wargame sponsored by a NATO ally. Students and faculty role-played as members of an adversarial nation's president and cabinet throughout the exercise.

"The hybrid threat exercise helps us to advance alternative courses of action for our sponsor," continued Appleget. "By the end of the operation, the sponsor can use the results as a significant step toward understanding threats to their national security."

Posted June 9, 2015



U.S. Navy photo by MC2 Shawn Stewart

German Forces Commander US/Canada Visits NPS

By Kenneth A. Stewart

German Army Lt Col. Olaf Manhenke, with U.S. Central Command (CENTCOM) briefs students about the organizational structures of European Union Operational Headquarters (EU OHQ) and the role one EU OHQ played during a recent EU mission to the Democratic Republic of Congo, June 4. Manhenke traveled to NPS with the commander of German Forces Command U.S./Canada, German Air Force Col. Joachim Bohn who is currently visiting the 80 locations where German military personnel are stationed in the U.S. and Canada.

"In the German military, NPS has a reputation as an excellent academic institution known for its first-class education programs and a unique, multinational learning environment," said Bohn. "Based on a long-standing and close cooperation between NPS and the German Bundeswehr, 23 German students are currently attending NPS in all four Schools and the Defense Resource Management Institute (DRMI).

"I look forward to further deepening and intensifying this cooperation, hoping that U.S. military personnel also take the opportunity to go to Germany for education and training. Hereby, we can mutually strengthen the trans-Atlantic as well as our important bilateral partnership, particularly in terms of security and defense affairs," Bohn continued.

Bohn and Manhenke attended NPS Associate Military Professor German Army Col. Peter Frank's class while visiting the campus. Frank used the visit to explain to his students the opportunities and challenges presented by EU led military operations.

"The EU is not operating as a 'single actor.' It is part of a system including host nations and international organizations such as the

United Nations and the African Union," he said. "In most cases, the EU is a flexible 'niche player' that conducts civilian and military bridging missions, or a combination of both, to support the overall strategy. "It is important to prepare U.S. military students for the future operational environment and for cooperation with other actors, like the EU," Frank continued.

Posted June 8, 2015



U.S. Navy photo by Javier Chagoya

Academic Achievement Awardees Honored by Hall of Fame Presenters

By Javier Chagoya

Turkish Air Force 1st Lt. Murat Dogen, front right, and Pakistan Navy Lt. Cmdr. Tahir Majeed Asim, front left, were honored with the Armed Forces Communications and Electronics Association's (AFCEA) Jack Wozencraft Academic Achievement Award, June 1. And they were equally honored by the NPS Hall of Fame inductees who presented the honor.

Retired U.S. Navy Adm. Mike Mullen, former Chairman of the Joint Chiefs of Staff, and U.S. Army Gen. Keith Alexander, the former Director of the National Security Agency and the first Commander of the U.S. Cyber Command, far right, were on campus to make a special presentation of the award.

"I felt surprised because I didn't expect [the award]. Receiving this distinction from AFCEA and being honored with the legacy of John Wozencraft means a lot to me. Both Adm. Mullen and Gen. Alexander shared encouraging words with us," said Dogen.

Asim was delighted that the two world-renowned military leaders took time to meet with him and Dogen, and to present their awards.

"It's a great honor for me to be selected for this award. Adm. Mullen and Gen. Alexander are very big names and known to everyone. I feel really privileged to have received the award certificate signed from both of them," said Asim.

Dogen looks forward to his next assignment, which will most likely be at the Turkish Air Force Headquarters where he will manage future air defense projects. Asim has not received his orders yet, but believes he will likely be assigned to his nation's Navy headquarters in Islamabad, Pakistan.

Posted June 5, 2015



U.S. Navy photo by Javier Chagoya

Teaching Excellence Award Earned by NSA Professor

By Javier Chagoya

Assistant Professor Naazneen Barma with NPS' Department of National Security Affairs was selected as the 2014 Academic Year recipient of the Rear Adm. John Jay Schieffelin Award for Teaching Excellence, May 27. An awards committee of six senior NPS colleagues selected Barma after the evaluation of some 631 student and alumni responses gleaned from a poll taken last Spring.

"It is an amazing feeling to be recognized specifically by my students for my teaching," said Barma. "I really love teaching, and this is a rewarding sign for me that I'm doing it in a way that resonates with the students. The honor also makes me want to work hard to ensure that I continue to be a good teacher going forward."

Barma is highly regarded as an expert in her field of political economy and economics and has published widely on the subjects. Prior to coming to NPS, she worked for six years as a development practitioner at the World Bank.

"I teach political economy and economics which can be abstract and dry at times. In order to encourage students to participate in discussions and engage with theory, I make an effort to draw connections to contemporary issues," explained Barma. "I also try to emphasize the policy implications of the material we cover. In short, I try to make the material as real and tangible for the students as I can."

Barma has been teaching at NPS for five years. She was previously nominated for the Schieffelin Award and was recognized for placing in the top five percent of nominees during polling in 2011 and 2012.

Posted June 4, 2015



U.S. Navy photo by Javier Chagoya

Robo Dojo MakerSpace Established at NPS

By Dale M. Kuska

Science, Technology, Engineering and Mathematics (STEM) summer intern Mollie McGuire gets a bit of instruction from NPS Department of Defense Analysis Lecturer Kristen Tsois on basic programming code using a do-it-yourself robotics kit in the new Robo Dojo lab in Root Hall, May 29. Tsois and Systems Engineering Assistant Professor Timothy Chung are leading an effort to bring a whole new capability to the NPS campus, known as a MakerSpace.

"We hope to become a very well utilized and unique resource for the NPS campus," Tsois said during a tour of the facility. "We think we have a great opportunity to expand the kinds of STEM opportunities NPS is able to provide."

In the first of what will be regular demonstrations and hands-on opportunities, the Robo Dojo opened its doors for an introduction to Arduino, an open source hardware and software company and associated user community for manufacturing digital, interactive objects that are limited only by the maker's creativity and ability. With a relatively simple set of instructions, and no real need for a programming background, the open source prototyping platform allows just about anyone to create an interactive device.

With work continuing on the dojo over the coming weeks, Tsois and Chung are eyeing a grand opening of sorts within the next several weeks, and have high hopes the lab will generate interest in furthering the university's already successful STEM programs.

Posted June 3, 2015

Homeland Security Professionals Participate in Fusion Center Leaders Program

By MC3 Michael Ehrlich



U.S. Navy photo by MC3 Michael Ehrlich

Members of the Fusion Center Leaders Program (FCLP) 2015 cohort, listen to a lecture at Watkins Hall, June 2. The FCLP teaches courses aimed at helping participants to tackle the challenges of leading local and national threat intelligence analysis centers.

"The instructors here are top-notch, and learning from their wealth of experience here is an unparalleled [opportunity]," said Lead Intelligence Analysis John Soscia of the Rhode Island State Fusion Center. "Learning from them about what went wrong and what went right will give me the knowledge to help move our center forward."

Director of Intelligence Research retired Navy Captain Robert L. Simeral with NPS' Department of Information Sciences has been leading the FCLP since its inception in 2008.

"The FCLP is the only program of its kind, and it ranks in the top ten of gap mitigation programs for homeland security intelligence and responder communities," said Simeral. "FCLP prepares its graduates to analyze threat intelligence, including counterterrorism, crime, and natural and man-made hazards."

Simeral also noted that FCLP-produced intelligence analysis provides state and local communities with both situational awareness and a decision-making edge when planning for prevention, response and recovery operations.

Posted June 2, 2015



U.S. Navy photo by MC2 Shawn Stewart

Business Leader Shares "Adventures in Disruption"

By Kenneth A. Stewart

ViaSat Chairman and Chief Executive Officer Mark Dankberg, addresses NPS students during a scheduled Secretary of the Navy Guest Lecture at King Auditorium, May 28. Dankberg discussed his "adventures in disruption," sharing lessons that he learned turning a start-up launched from his garage in 1986 into a multibillion dollar company that employs over 3000 people and has three satellites orbiting the earth.

Dankberg attributes much of his company's success to its ability to "disrupt" existing industries by focusing on a dimension of value that competing companies do not think is important. Quoting famed humorist Will Rogers Dankberg noted, "It isn't what we don't know that gives us trouble. It's what we know that aint so."

"In disruption you lose [the battle] thinking, 'How can this be? I did everything right,'" explained Dankberg.

Dankberg also described his company's efforts to provide high-speed Internet coverage over the world's oceans to airlines like Jet Blue and questioned the government's inability to work with industry or to improve its own processes to ensure a similar capability.

"Right now there's a 12-year-old kid on a Jet Blue flight over the ocean with more bandwidth than on Air Force One," said Dankberg. "We need to do different things. We need to change the dimension of value in technology."

Failure to do so may lead to an organization's demise argued Dankberg who pointed to a laundry list of once top-tier companies that have failed to adapt and have become victims of their inability to recognize the utility of technological innovations.

Posted June 1, 2015

[VIEW THE ARCHIVE ►](#)

[Contacts](#) | [Employment](#) | [Copyright / Accessibility / Section 508](#) | [Privacy Policy](#) | [FOIA](#) | [Intranet Access](#)

This is an official U.S. Navy website.

All information contained herein has been approved for release by the NPS Public Affairs Officer.
Page Last Updated: Jul 31, 2015 2:02:59 PM | [Contact the Webmaster](#)